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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Acting Deputy Director for Support 7D-18 HQ		
2			
3			
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5			
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ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

Re EAF Board, I understand this very issue was discussed at a meeting of the EAF Board in February (Mr. Bannerman not present) and rejected.

STATINTL

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
Director of Personnel 5E-56 HQ	27 APR 1970
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27 APR 1970

MEMORANDUM FOR: Acting Deputy Director for Support

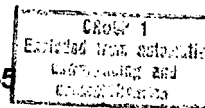
SUBJECT : Management Advisory Group Paper: "An Increased
Role for the Younger Officer"REFERENCE : Memo for Support Office Heads fr DD/S dtd 21 Apr '70,
same subject

1. This is in answer to referent memorandum and is for your information.

2. The nature of the responsibilities of the Office of Personnel makes us responsible for or participants in a good many Agency boards and panels. If I have not overlooked any, they are: the Honor and Merit Awards Board, the Suggestion Awards Committee, the GEHA Board, the Voluntary Investment Program Board, the Credit Union Board, the PSAS Board, the EAA Board, the EAF Board and, internally, our Career Service Board. Some of these are appointive, usually nominations are made by the Directorates and appointment made by the Executive Director. Some are elected from slates, which essentially are Directorate nominees, and a couple are elected by the membership (see outline attached).

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3. Before I discuss these Agency mechanisms further, I would like to say a word about our own career service board and another element of the Office of Personnel. Sometime back we decided it would be wise to involve some of our second echelon careerists in the management of the career service. At the same time we felt the natural constraint of having juniors or, at best, peers in a position of judgment on individuals' careers. We established a junior panel of our career board. The members are all grade 14's (one having since been promoted to 15) and they deal with career service assignment and promotion matters up through grade 11. To the truly junior person, obviously, grade 14 does not seem very junior but, at the career service level, I think this mechanism fits one of the goals of the MAG. I think it worth noting, at least in the Office of Personnel and it may well be in other Support Offices, that the very nature of our work involves, to some degree, junior personnel (junior from whose point of view?) in Agency management problems. The most obvious and easily understood case is in our Plans and Analysis Division, where over the last few years we have had a series of young people,

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frequently CT graduates, who have participated in the analysis of Agency problems and development of proposed solutions. This is the most obvious place in the Office where such participation occurs, but there are a good many others not so obvious where Agency involvement is part of the daily work.

4. If you have no objection, I should like to address a memorandum from the Director of Personnel to the chairmen and members of the above listed Agency boards requesting their thoughts on this question of participation by junior people--a term not yet well defined. ✓

5. I have some observations on the subject of participation in any formal board or committee. There are four considerations in my mind which must be well examined before the decision is made to move in the direction the MAG suggests. In Agency level groups, a frequently essential factor is the breadth of knowledge about their respective parts of the Agency which all members bring to the table. It is most desirable, if not critical, especially in a group of five members to have, collectively, a thorough knowledge of the entire Agency. This is less likely if one or more of the members is junior in rank, age or length of service. A second practical consideration is that of special clearances. In the case of the HMAB and the SAC, the members usually hold, by reason of their organization assignments, the special clearances which are necessary for considering some of the cases that come before them. This is not an insurmountable problem but it would tend to proliferate the number of special clearances if they had to be granted merely in order that individuals could participate. A third consideration is one which runs through any organization and that is the matter of individuals sitting in judgment on the record or performance of superiors. I may be old-fashioned but I think this is counter to good order. I am not sure, in fact, that many of us would be very comfortable in having judgments made only by our peers rather than by our superiors. Finally, I am concerned about the privilege of personal information. I am currently involved in a discourse with Mr. Karamessines on the use of Fitness Reports by the Honor and Merit Awards Board in considering recommendations for awards to members of his career service--the principle of course extends to the entire Agency. I think I have relieved his concern with my description of the great care with which these records are handled and, most importantly, by refreshing his memory as to the specific (senior) membership of the HMAB.

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6. I am sure the MAG would read all of the above as an entrenchment of an "old fogey's" resistance to the idea of involvement of junior people. I think my record on a series of issues demonstrates my concern with the problem of involving junior people and none of the above should be read as opposition to the principle of the proposal. I do think, nonetheless, that we must approach this with caution though also with imagination. I think, for instance, our junior career panel concept could be used in all of the career services.



Robert S. Wattles
Director of Personnel

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Att.

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